

**THE INFLUENCE OF TRANSFORMATIONAL  
LEADERSHIP AND JOB CHARACTERISTICS ON  
ABSENTEEISM AMONG TELECOMMUNICATION  
COMPANY EMPLOYEES IN YEMEN**

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**DOCTOR OF PHILOSOPHY  
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**THE INFLUENCE OF TRANSFORMATIONAL LEADERSHIP AND JOB  
CHARACTERISTICS ON ABSENTEEISM AMONG TELECOMMUNICATION  
COMPANY EMPLOYEES IN YEMEN**

**By**

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OTHMAN YEOP ABDULLAH GRADUATE SCHOOL OF BUSINESS  
Universiti Utara Malaysia



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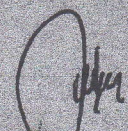
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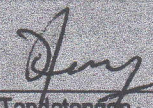
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## ABSTRACT

The objective of the study was to determine the influence of transformational leadership and job characteristics on absenteeism among 266 employees in telecommunication companies in Yemen. Additionally, this study was aimed to identifying the significance of psychological empowerment as a plausible mediator on the relationship between transformational leadership, job characteristics and absenteeism. Considering the importance of understanding the absenteeism phenomenon, it is valuable to increase insight into the factors that contribute to reduce absenteeism behavior. In this study, transformational leadership, job characteristics and psychological empowerment introduced as factors that may influence employee absenteeism in telecommunication companies. For purpose of data analysis and hypotheses testing several statistical methods such as multiple regression analysis were utilized to understand the dimensionality of the variables. The results of this study reported that idealized influence of transformational leadership and task significance of job characteristics were negatively influenced employee absenteeism. Psychological empowerment was also found to have a negative impact on absenteeism of employees in this study. The regression results also indicated that job characteristics (task significance and task identity) were found to have a positive influence on psychological empowerment, while transformational leadership (idealized influence and intellectual stimulation) were found to have no effect on psychological empowerment. The results of hierarchical multiple regression indicated that psychological empowerment found to be a significant mediating factor for the relationship between task significance of job characteristics and employee absenteeism in telecommunication companies. The relationship between transformational leadership, job characteristics, psychological empowerment and absenteeism suggested that it may be beneficial to the management of telecommunication companies to reduce absenteeism behavior. Based on research findings, theoretical and practical implications were discussed. Limitations and recommendations for future research were also highlighted.

**Key words:** Transformational leadership, Job characteristics, Psychological empowerment, and Absenteeism.

## ABSTRAK

Kajian ini bertujuan untuk mengenalpasti pengaruh gaya kepimpinan transformasi dan ciri-ciri pekerjaan ke atas tingkah laku ketidakhadiran di kalangan 266 pekerja di beberapa syarikat telekomunikasi di Yaman. Seterusnya, kajian ini juga bertujuan untuk mengenalpasti kesan psikologi penurunan kuasa sebagai salah satu faktor pencelah dalam hubungan antara gaya kepimpinan transformasi, ciri-ciri pekerjaan dan tingkah laku ketidakhadiran ke tempat kerja. Menyedari kepentingan memahami fenomena ketidakhadiran ke tempat kerja, maka amat penting untuk meningkatkan pemahaman terhadap faktor-faktor yang menyumbang kepada gejala ini supaya tingkah laku sebegini dapat dikurangkan dalam organisasi. Dalam kajian ini, faktor-faktor gaya kepimpinan transformasi, ciri-ciri pekerjaan dan psikologi penurunan kuasa telah diutarakan sebagai faktor penyebab yang mungkin mempengaruhi tingkah laku ketidakhadiran ke tempat kerja dalam syarikat-syarikat telekomunikasi di Yaman. Bagi maksud penganalisan data dan pengujian hipotesis, beberapa kaedah statistik telah digunakan misalnya analisis regresi berganda untuk menjelaskan kematraan semua pembolehubah dalam kajian ini. Dapatan kajian menunjukkan pengaruh idealis dalam gaya kepimpinan dan signifikan tugas dalam ciri-ciri pekerjaan mempunyai pengaruh negatif terhadap tingkah laku ketidakhadiran di kalangan pekerja. Selain daripada itu, dapatan kajian juga menunjukkan bahawa psikologi penurunan kuasa mempunyai kesan yang negatif terhadap tingkah laku ketidakhadiran di kalangan pekerja. Dapatan ujian regresi menunjukkan bahawa ciri-ciri pekerjaan (iaitu signifikan tugas dan identiti tugas) mempunyai pengaruh yang positif terhadap psikologi penurunan kuasa. Sementara itu, ciri-ciri gaya kepimpinan transformasi (iaitu pengaruh idealis dan stimulasi intelektual) tidak mempunyai sebarang kesan terhadap psikologi penurunan kuasa. Manakala dapatan ujian hirarki regresi berganda menunjukkan bahawa psikologi penurunan kuasa mempunyai kesan yang signifikan sebagai faktor pencelah dalam hubungan antara faktor signifikan tugas bagi pembolehubah ciri-ciri pekerjaan dan tingkah laku ketidakhadiran di kalangan pekerja di syarikat-syarikat komunikasi di Yaman. Dapatan kajian mengenai hubungan antara gaya kepimpinan transformasi, ciri-ciri pekerjaan, psikologi penurunan kuasa dan tingkah laku ketidakhadiran turut menyarankan beberapa pendekatan yang boleh diambil oleh pihak pengurusan syarikat-syarikat telekomunikasi bagi menangani tingkah laku ketidakhadiran ke tempat kerja. Berdasarkan kepada dapatan kajian, implikasi teoritikal dan praktikal turut disentuh dalam kajian ini. Seterusnya beberapa kekangan dan cadangan bagi kajian masa hadapan juga telah dibincangkan.

**Katakunci:** Gaya kepimpinan transformasi, ciri-ciri pekerjaan, psikologi penurunan kuasa, tingkah laku ketidakhadiran.

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## **LIST OF ABBREVIATIONS**

GDP	Gross Domestic Product
JCT	Job Characteristics Theory
JDS	Job Diagnostic Survey
KMO	Kaiser- Meyer Olkin
M	Mean
MLQ	Multifactor leadership Questionnaire
MSA	Measure of Sampling Adequacy
MTIT	Ministry of Telecommunication & Information Technology
NIC	National Information Center
SD	Standard Deviation
SET	Social Exchange Theory
SPSS	Statistical Package of Social Sciences
TLT	Transformational Leadership Theory
VIF	Variance Inflation Factor

## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1 Background of Study**

Over the past decades, organizations in a global environment face stiff competition to survive and sustain their competitive advantage. In order to accomplish that, organizations today must provide a high level of quality performance to the customers. This can be achieved by reducing the cost of labor, products and services (Nagadevara, Srinivasan & Valk, 2008). In reaction to sharp levels of increased competition, many businesses are forced to restructure their labor-management practices, motivate employees and attract them to engage their jobs in order to improve work performance and reduce labor costs (Deery, Erwin, Iverson & Ambrose, 1995).

Nowadays, all around the world organizations face unfavorable attitudes and behavior from employees such as absenteeism which affects business entities in several ways (Iverson & Deery, 2001). These effects include direct and indirect costs that affect organizational performance (Baycio, 1992; Blau, 1994; Falkenburg & Schyns, 2007; Mayfield & Mayfield, 2009), employee morale problems (Shapira-Lishchinsky & Rosenblatt, 2010), waste of more time and money (Mason & Grffin 2003; Iverson & Deery, 2001), over time pay (Casico, 1991; Pizam & Thornburg, 2000), loss of output which in turn affect organizational performance, effectiveness, quality and continuity of service provided (Baycio, 1992; Barmby & Stephan, 2000; Dionne & Dostie, 2007; Falkenburg & Schyns, 2007; Khalid, 2005; Pizam & Thornburg, 2000; Ybema et al., 2010).



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